CITY OF SAINT PAUL
DEPARTMENT OF PLANNING AND
ECONOMIC DEVELOPMENT

Contents

1.0 Introduction

It is in the best interest of the City of Saint Paul that all its citizens have access to quality library services that provide them with timely information, support their educational aspirations, inspire their creativity and bring them together. Indeed, it is the City's goal that all its citizens be comfortable and confident in including libraries and library staffmembers in their efforts to understand their world and accomplish their goals.

From its nineteenth century roots on the third floor of Ingersoll Hall on the corner of Wabasha and Kellogg, the Saint Paul Public Library has been a cornerstone of its community. When the City Council in 1882 sanctioned the privately run Saint Paul Library Association as a public library, they established a place where the giving and receiving of information, ideas and inspiration would always be open to all the citizens of Saint Paul without regard to their age, income, race or education. The **Saint Paul Plan for Libraries** signals the City's faithfulness to that tradition in a new era characterized, on the one hand, by an abundance of information and, on the other, by the isolation of too large a segment of the community from the tools necessary to tap the power of this new key economic and societal resource. Among the plan's major tenets is that securing Saint Paul's future as a healthy community will require more than improving service for those who already use libraries. The challenges of the future and its rich heritage compel the Saint Paul Public Library to seek out relationships with all its citizens.

At the core of the Saint Paul Public Library are its highly qualified and dedicated staff, a collection of over a million holdings, fourteen library buildings or spaces and various technological systems. It also is surrounded by a strong and supportive community with its own wealth of resources to be shared. This plan outlines four major strategies for organizing those key resources to extend the library—in its fullest sense—into the nooks and crannies of community life throughout Saint Paul.

The strategies—Support Education, Serve a Changing Community, Support Small Businesses and Build a Regional System—represent key opportunities for the Library in the next decade. They detail responses to such questions as: How does the Library take the greatest advantage of the talents of its staff? What kind of collection should be developed? What additional roles might library buildings play in Saint Paul neighborhoods? What functions do technological systems purchased by the Library need to perform?

The **Saint Paul Plan for Libraries,** in sum, will guide the Saint Paul Public Library in the development and assignment of its staff and the investment of its capital resources in ways consistent with the public library's unique mission and the community's goals.

2.0 The Setting

Saint Paul is served by a tiered network of neighborhood libraries organized around the downtown's Central Library. Five larger area libraries—Hayden Heights, Highland Park, Lexington, Merriam Park and Sun Ray—are complemented by five smaller community libraries—Arlington Hills, Hamline, Rice Street, Riverview and Saint Anthony Park—and very small "storefront" libraries in Town Square and the West Seventh Community Center as well as the Bookmobile.

The concept of a tiered network was developed in the 1984 comprehensive plan when it became clear that the City could not afford to offer the same high level of service in ten different locations. By concentrating the collection and staff resources in a fewer number of branches while providing access to the system and a basic collection and staffing level at the others, the Library secured both the quality of its resources and broad access to the system.

Figure A
The Saint Paul Public Library

At the heart of the system is a highly qualified professional and support staff who serve as information educators, putting people in touch with materials available not only in Saint Paul, but throughout the region and virtually around the world.

The Saint Paul Public Library maintains a collection of over one million holdings—books, magazines, cassettes, and videos—all of which can be requested at any of the City's libraries and delivered within a day or two. The Library is considered unique in the region for its art and music collection and the extent to which the collections in individual branches reflect their surrounding communities.

Today's library also includes a growing collection of CD-ROMs and a number of online information services. An increasing amount of information—full texts of books, periodicals, data bases—is available either online or on compact discs. Over the next decade, it is expected that a larger share of the available information will be disseminated in electronic formats because of their size, efficiency, and versatility and the relative ease with which they can be updated.

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Saint Paul library users also have ready access to information resources throughout the region and beyond. From any point in the Saint Paul Public Library, patrons can determine where materials are available—in either other branches, the eight other public library systems in the region, private college libraries and the University of Minnesota. Individuals with computer modems have direct dial access to these catalogues.

Materials from other libraries in the region may be borrowed directly by users with their Saint Paul Public Library card or requested through Interlibrary Loan and delivered to a local library. Limited amounts of material may also be faxed directly to the user.

In addition to a professional staff and a diverse collection, the public library offers:

◆ Pre-school story hours and summer reading programs;

◆ Technical assistance and support to child care providers and classroom teachers;

- Community meeting spaces;

- Cultural programs for the public;

- Access to state and federal government information through its government depository collection;

- Phone reference service.

In this plan, the City recommits itself to the fundamental strategy outlined in 1984 while:

- Extending the depth and breadth of the collection and staff expertise available to its citizens through region wide networking and resource sharing; and

- Extending access throughout the community through partnerships with schools, business associations and other community-based agencies.

Premises for Planning

The emergence of information as a new kind of primary resource is transforming most social institutions. This is the information age. It is an era unlike those that preceded it, all of which were defined by a depletable natural resource. Information, in contrast, does not have to be allocated or rationed. It cannot be depleted. The challenge, however, is to prepare citizens with the skills and habits to know when information would be useful and then how to find, evaluate, produce and use it—a bundle of skills now known as information literacy. That ability is the emerging standard for citizenship, the prevailing currency in a global economy and the source of the promise for improved cross cultural understanding and appreciation.

Americans see the major role of the public library as supporting their educational aspirations. A landmark study conducted by the University of Minnesota's George D'Elia in conjunction with the Gallup Organization found that 88 percent of those surveyed felt that the major role of the public library is to be an "educational support center for students of all ages." Indeed, four of the five roles most often identified by the public for the library related to education. That assessment was more pronounced among people with lower incomes, among those with lower educational attainment and within communities of color than among the more highly educated respondents with higher incomes.
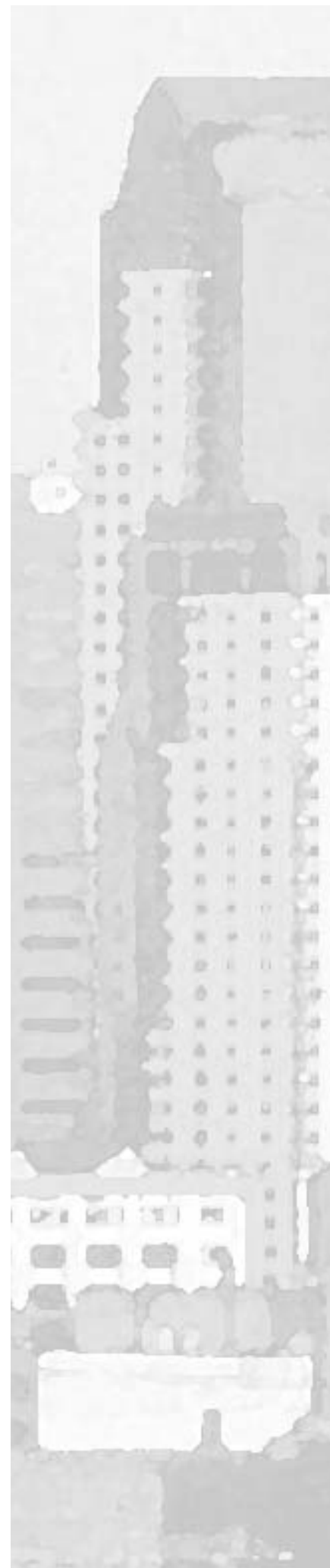
Education is a lifetime endeavor. Most people entering the workforce today will pursue a number of different careers or, at least, will need to be significantly retooled or retrained in their chosen profession. Equipping students with the skills to learn in a world where information is everywhere—not just in the assigned text—and is constantly being updated or refined is the primary challenge faced by modern educators.

The library plays an important role in the community's appreciation of all the arts, but especially in nurturing the lifelong enjoyment of reading. While it is important to emphasize the role of the library in providing information and supporting education, the arts play a central role in the health and vitality of any community. They are the means by which our culture is handed down through the generations. They are both the impetus for and the expression of our creativity. And they are a source of our delight.

The national and international economies are rooted in the rapid transfer of information virtually around the world. Business people know they need information about both the national and international marketplaces in order to remain competitive. In addition, they increasingly depend upon a work force equipped with the ability to process increasingly sophisticated information.

Citizens are increasingly asked to make judgments on complex issues at both the local and national levels. Health care, environmental protection, and foreign affairs dominate the national scene while education, government finance and public safety are just some of the issues on which the electorate is expected to be informed to participate in local civic life.

Technology is rapidly changing the nature of information access and analysis. Apparent from the surface is an explosion in the number of "players" who are involved in collection, transfer and dissemination of information. Telecommunications, worldwide computer networks, for-profit information services and cable television all contribute to the new environment in which libraries find themselves.

The City of Saint Paul faces tight fiscal constraints making it unlikely that the Library will see a substantial increase in its operating budget. While the Library has been fortunate to receive private contributions and

foundation grants to supplement its allocation from the City's general fund, the tight budget will require some shifts within the existing budget to accommodate any initiatives recommended in the plan.

The population of Saint Paul is changing. While the size of Saint Paul's population has remained constant at just over 270,000 over the past ten to fifteen years, the nature of that population has changed and will continue to do so. The 1990 Census revealed four major trends that point toward issues related to library service.

◆ **Saint Paul residents are increasingly well educated.** The percent of those over 25 years old who have at least a Bachelor's Degree has increased from 12 percent in 1970 to 20 percent in 1980 to 27 percent in 1990.

◆ **Saint Paul is more ethnically, racially and culturally diverse than ever before**. Eighteen percent of the population is made up of people of color—up from ten percent in 1980. The number of residents of Hispanic origin increased by 31 percent over the decade. They now make up almost four percent of the city's population. That trend can be expected to continue inasmuch as communities of color tend to be much younger than the white population. While 13 percent of whites are under the age of 10, 24 percent of African Americans and American Indians, 27 percent of Hispanics and 37 percent of Asians and Asian Americans are that young.

◆ **Saint Paul is younger than it has been since the baby boom was born.** Over 42,500—or almost one in six—Saint Paul residents are under the age of ten. A full 25 percent are under the age of eighteen.

◆ **More Saint Paul residents—especially children—are poor.** Almost 45,000 (1 in 6) Saint Paul residents live in poverty—defined as $12,800 for a family of four. Forty percent of the total are under the age of 18.

The Saint Paul Public Library is highly valued and heavily used by residents of the city and the region. Among U.S. cities with populations over 200,000 only Cleveland and Seattle have higher per capita lending rates than Saint Paul's 9.7 items per person per year.

The Saint Paul Public Library operates within a diverse and collaborative library context in the Twin Cities region. With the eight other public libraries in the region, the Library belongs to MELSA, formed under the auspices of a joint powers agreement to coordinate services and allocate federal and state funds. In addition, the Library participates in Metronet, a network of public, school, government agency and private libraries.
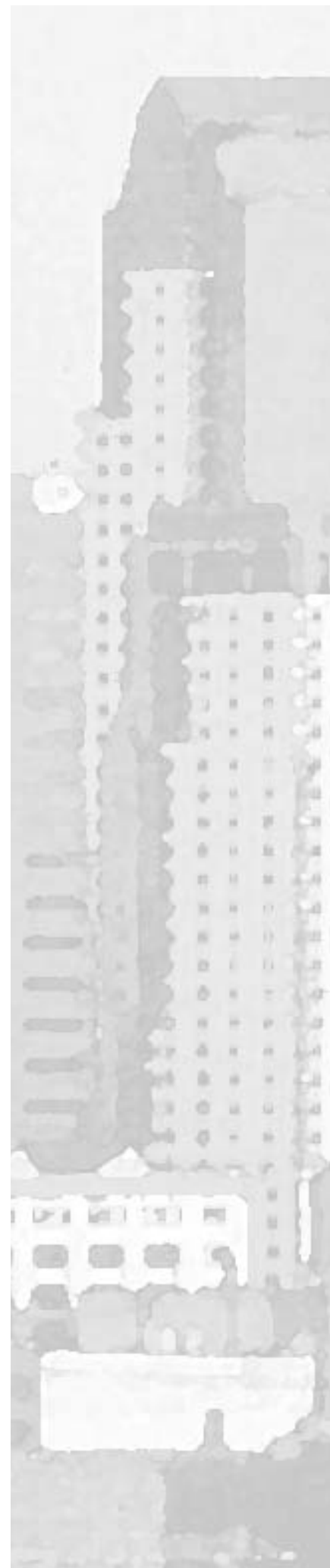
Guiding Principles for the Plan

Quality public library service means:

◆ Community buildings that are welcoming to a diverse community;

◆ Materials appropriate to the changing information needs of community;

◆ Technologies that enable citizen access to local and worldwide information systems;

◆ Trained staff and volunteers who help people through the process of deciding what information they need and how best to find it.

No individual library has the material to meet all its community's information needs. Each, rather, is the public's link to a regional, national and worldwide information network. Cultivating and sustaining that network is a key responsibility for every library.
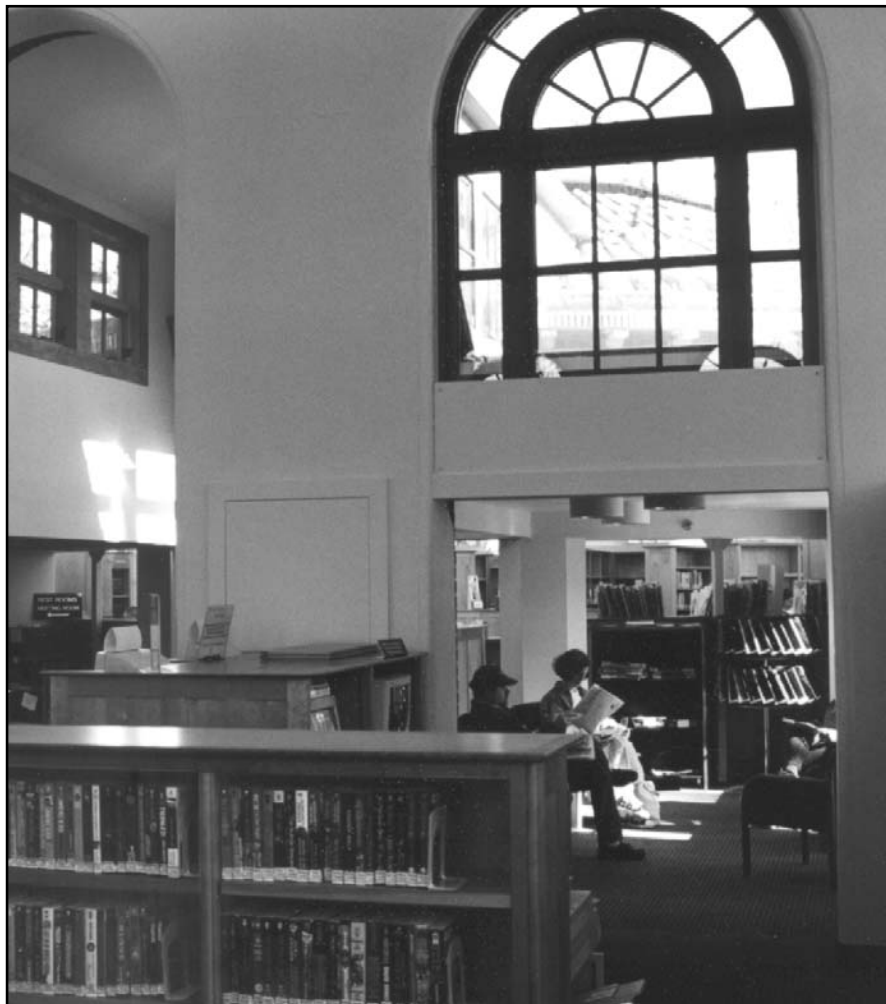
The Library staff should:

◆ Make themselves available for discussion with other partners including businesses, arts organizations, schools and community agencies and organizations.

◆ Work with various partners to make the system work more easily for people.

◆ Develop feedback loops, whether they be with neighborhood organizations, business associations, or information vendors, to assess and improve the quality of available services.

A significant challenge for the Saint Paul Public Library in the next decade is to extend the "reach" of its services to a changing population. Through partnerships with other organizations, the Library can become involved in isolated communities, thus narrowing the gap between people of different means and abilities.

The Library's environment is constantly changing. New technologies—interactive video, fiber optic networks—are always emerging. New issues related to, for example, resource distribution, privacy, or social ethics surface on a regular basis. To respond, the Library needs to institutionalize habits of environmental scanning and "checking in" with the community it serves.

3.0 *Strategy 1.* **Support Education**

Citizens of Saint Paul want to be lifelong learners. Some, as adults, will need to learn to read. Others are faced with learning to speak English. Many will change careers at least once. All will need to keep up with changing requirements of their profession. Most will struggle with raising families or maintaining households. All will be asked to uphold the responsibilities of citizenship. And many will turn to reading for enrichment and enjoyment. Supporting them in all these endeavors is a central role of the Saint Paul Public Library.

Special emphasis should be placed on developing relationships with elementary and secondary schools. For, although the tools for successful learning are developed over a lifetime, elementary and secondary schools play a critical role in teaching students how to pose questions, gather information and make the connections necessary for the successful transformation of information into understanding.

Objective 1: Support Families

Continue to build the capacity of Saint Paul families to support the education of their preschool and school age children.

Recommendations
A. The Library should develop user friendly software, video programs and printed material to introduce students and their families to library services.

B. The Library and early childhood and preschool educators should collaborate on the development of programs for parent/community education on how to use various information resources.

C. The Library, in collaboration with the school district, youth serving organizations and the Division of Parks and

Recreation, should explore the development of after school homework centers at libraries or other appropriate neighborhood locations, possibly staffed by volunteers or school district personnel with corporate or foundation support.

D. The Library should discontinue fines on overdue children's materials. Data and anecdotal evidence indicate that fines on overdue children's material serve as a barrier to library use for families with young children. Furthermore, the loss of materials is no greater in systems without fines than in those where fines are imposed. Replacement of lost or damaged materials should continue to be the responsibility of the borrower.

Objective 2: Ensure School Readiness

Support community efforts to ensure reading and school readiness among all pre-school children in Saint Paul.

Recommendations
A. The Public Library should continue its story hour program and consider offering it in remote locations such as family resource centers and public housing communities.

B. The Library should continue to build partnerships with child care centers and other child care providers to expand children's exposure to books and reading. That may involve bringing children to the library or offering technical assistance, training or small collections to the providers. The previously funded Launch a Young Reader program is a good model and merits renewed support.

Objective 3: Strengthen School Media Centers

Continue to support Saint Paul elementary and secondary school media programs in their efforts to prepare students to take full advantage of information resources.

Public libraries and school media centers fulfill different roles in the educational process. The media center's collection is designed to support the school's curriculum and the school librarian has a unique instructional responsibility in teaching students how to take advantage of the information available both in the media center and in libraries throughout the region.
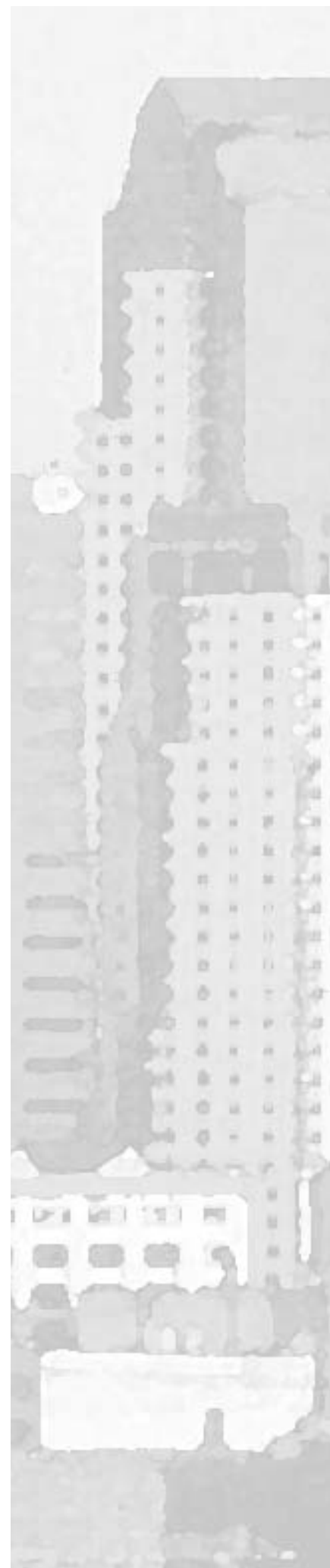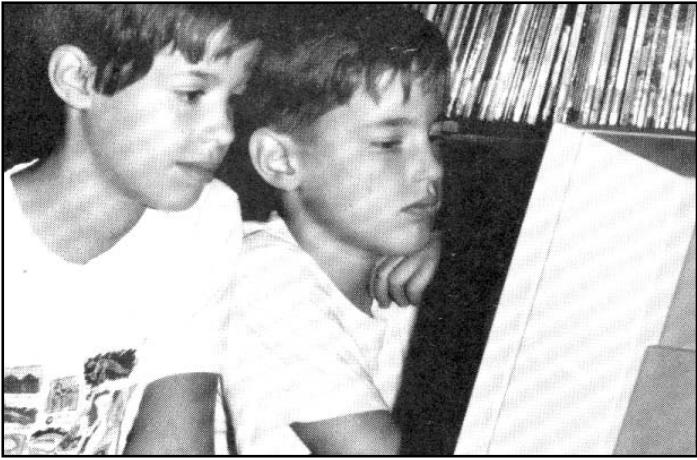
The public library is available for students in their independent exploration of information including the enrichment of formal classroom or media center subject materials. Public librarians are there to assist students in what may be a specific or more wide ranging inquiry.

The community is best served when both the public libraries and the school media centers are fully equipped to meet their roles and responsibilities and work cooperatively to meet the information needs of students of all ages.

Recommendations

A. The City—in its legislative lobbying, endorsement of funding proposals and presentations in appropriate policy-making forums—should publicly support community initiatives now underway to ensure that every school media center is staffed on a full time basis and that the per student allocation of resources to media instruction reaches the statewide mean within five years.

B. Neighborhood based networks among school and public librarians should be built in every neighborhood throughout the city to:

- Foster working relationships among area librarians;

- Share information and resources;

- Provide for a continuum of services between school and neighborhood libraries;

- Introduce public librarians as resource people in school programs;

- Provide ongoing in-service training and development opportunities to librarians and teachers;

- Encourage classroom visits to public libraries;

- Coordinate collection development efforts to ensure the public library provides appropriate support to area students.

C. Electronic linkages among school and public libraries—including catalogue access, electronic mail and fax machines—should be established to allow for ready communication between librarians, access by students to the public library's collection and the transfer of information between facilities.

D. Programs for junior and senior high school students should be developed in collaboration with youth organizations to sustain their interest in reading and reinforce media skills developed in school.

Objective 4: Serve Adult Learners

Explore ways to better serve the continuing education needs of the variety of adult learners.

Recommendations
A. The Library should stagger evening and weekend hours so that some libraries are open each evening and on the weekends. An alternative would be that some libraries could be open four evenings a week, but closed in the mornings.

B. More direct access to information—especially online services or CD-ROMs—should be provided for library users. This will require careful attention to instructional materials, hardware and software acquisition and space design to allow people to use the library easily and effectively.

C. The hours of service and the collection available at the Lexington Library should be supportive of the program at the neighboring Ronald M. Hubbs Lifelong Learning Center.

D. The Library should continue to seek out partnerships with community based adult education programs focusing on areas such as literacy, English as a second language, GED preparation and citizenship, determining how the library might support and strengthen those efforts.

Objective 5: Make Literacy a Priority

Develop a public image of Saint Paul as a community that values and supports information literacy.

Recommendations
A. A collaboration of libraries and schools should develop a multi-media campaign around a theme such as "Smarter-Faster-Stronger" that identifies reasons to seek out information and points toward places where information is readily available.
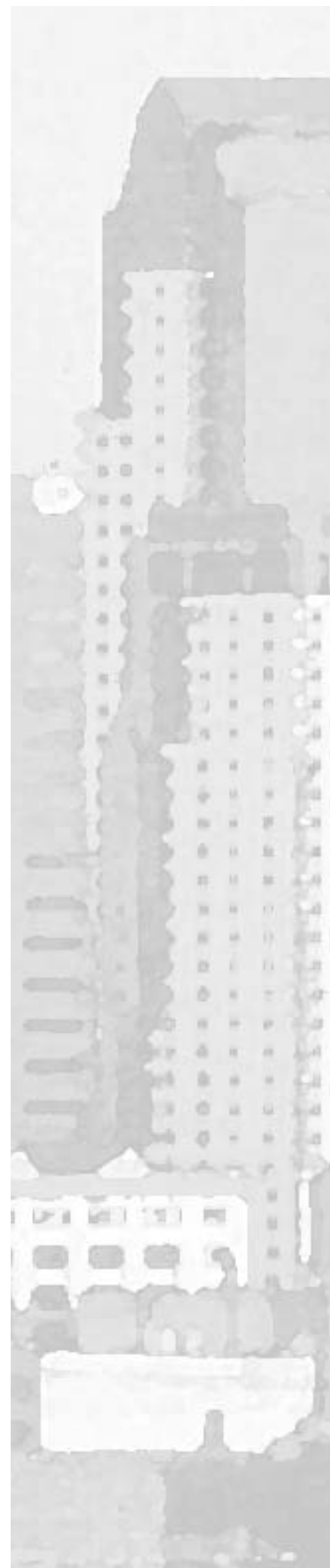
4.0 *Strategy 2.* **Serve a Changing Community**

Libraries are community places. They are places for discussion, discovery and delight. They are places where people meet and where people go to be alone. They are public places where personal privacy is protected. They are designed to be accessible to all. They are home to the arts and sciences, to consumer information and the morning paper. For many people and many communities, the library fits easily into the rhythm of their lives. There is, however, a large segment of the community who are isolated from libraries — by distance, disability, lack of transportation, language or literacy barriers, or a sense of being unwelcome. Finding ways to better meet the information needs of these citizens may be the library's greatest challenge.

Objective 6: Shape Neighborhood Networks

Shape a neighborhood based information network responsive to individual neighborhood needs and concerns around each branch library.

Recommendations
A. The Library should work with appropriate community institutions—district councils, community centers, schools and/or churches—to establish community library associations in conjunction with each branch library. These committees would be responsible for assessing and interpreting community information needs and resources and offering suggestions to the library staff in their efforts to develop an appropriate collection and related programming. Their advice would be especially helpful in selecting materials in the variety of languages spoken by Saint Paul citizens. They might also participate in marketing library services, linking the library with other community services and advocating on library issues at every level.

B. The Library staff should be trained and provided the necessary time to do additional outreach and networking in their community. The Library staff should work aggressively to establish relationships with the district councils, business associations, family resource centers, child care providers, public and private schools, youth organizations, public health providers, churches and other major institutions in their service area.

C. New ways to use volunteers should be explored. They might assume responsibility for providing some technical services, staffing the summer reading program, assisting people with library technology, delivering services to the homebound, or providing resources to child care providers.

Successful use of volunteers will require careful attention to recruitment, screening, training and placement. The staff should be involved in defining the tasks with which volunteers could be the most helpful and the training necessary to accomplish those tasks. The West 7th Street branch could serve as a model.

To the extent that volunteer contact with children may require special screening and training processes, the library should explore a cooperative relationship with the school district, which has such processes in place.

D. The Library administration and appropriate staff should meet periodically with community groups not necessarily related to a library to discuss neighborhood needs, barriers to library use and opportunities for partnership.

E. The Library should work with ethnic and cultural agencies as well as mutual assistance associations to assess the information needs and resources of the various communities that make up Saint Paul. Through
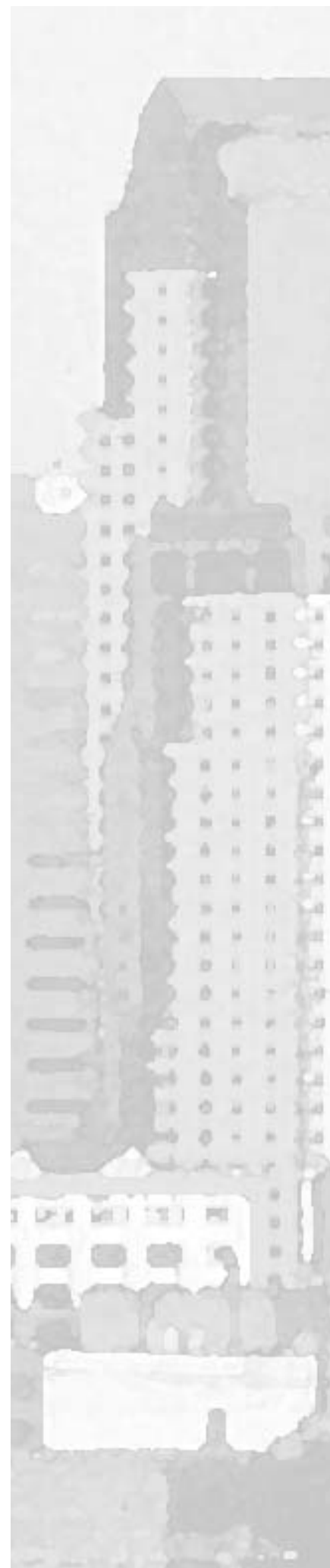
that relationship, the Library can build a collection and offer services that will serve both as an invitation to the library and as a reflection of the city's diversity.

F. Neighborhood libraries located in areas targeted by the Children's Initiative should collaborate with area service providers to establish an on-line network among agencies to facilitate the sharing of information and immediate access to the service network by those using one or another of the related services. The notion should be refined and extended to other neighborhoods as resources become available.

## Objective 7: Extend Library to Isolated Communities

Through partnerships with existing community-based organizations, extend library service into communities that may be isolated by distance, poverty, lack of transportation, language, disability or apprehension. For some communities, weekly stops by the Bookmobile are sufficient to meet the need and are the most cost effective alternative. Others—particularly those with concentrations of school aged children and adults involved in adult education—will be better served by a more permanent facility.

Recommendations
A. The Library should establish collaboratives with community based programs within neighborhoods characterized by high concentrations of people isolated from community services. Without establishing new branch libraries, these collaboratives may allow for the placement of small collections appropriate to the needs of the community, electronic

access to the wider collection of the Saint Paul Public Library and beyond, and the delivery of materials to and from the sites on a regular basis.

B. These remote sites—and, perhaps, the branch libraries themselves— could use donated computer equipment solicited from businesses and individuals who update their equipment on an annual or biannual basis.

C. The Library should develop ways to employ persons of color and people who speak the variety of languages spoken in Saint Paul in profession- al, paraprofessional, clerical, and volunteer capacities within the public libraries.

D. Design features should be used to commu- nicate a spirit of openness and welcome in library buildings. This may involve every- thing from multi-lingual signage to a decor that spotlights artwork from the many cul- tures represented in the community to sensitive design in new buildings and facilities.

WELCOME TO THE LIBRARY

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SIAB TOS TXAIS NEJ SAWV DAWS

E. Planning for any new public or school library facilities should include a discussion as to how space and resources can be shared for the com- munity's maximum advantage.

F. The Library should collaborate with neighborhood organizations that have vans to transport residents to community centers, clinics, grocery stores or other locations, and explore the possibility of using those vans to bring people to the library at critical times such as for the pre-school story hour or after school.

G. Include assistive technologies to make library services fully accessible to differently abled users.
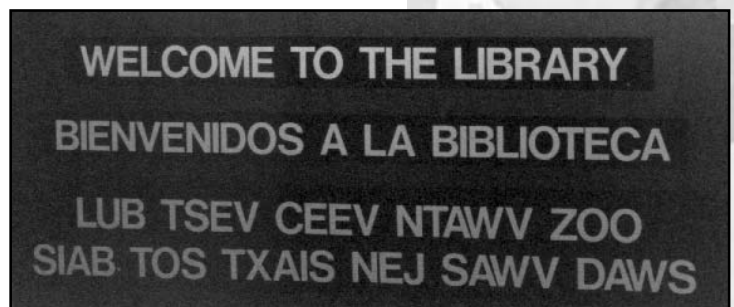
Objective 8: Expand Access to Community Information

Use technological innovations—such as CD-ROM work stations, computer bulletin boards or kiosks—to provide access to the Library's collection, pro- vide public access to community networks, or to disseminate important community and municipal information in heavily travelled public spaces.

Recommendations

A. The Library should explore the placement of computer access points or work stations (with the catalogue or other online services) at remote sites such as nursing homes, schools, family resource centers, or homework and tutoring centers. These would be staffed only to the extent that other personnel at the sites might be trained to provide basic assistance.

B. The Library and other City departments should collaborate with community information networks to ensure public access to kiosks or personal computers at various public places with user-friendly computerized access to such information as: community events, government services, employment opportunities, licensed child care facilities, recreation programs, information on school programs, or MCTO bus schedules. These may be available in multiple languages and may be an opportunity to remind people of the availability of neighborhood library services.

Knowledge Connections:
An Idea from Allegheny County

Focused on the goal of providing basic library service to unserved and economically disadvantaged areas in Allegheny County, Pennsylvania, the Commission on the Future of Libraries in Allegheny County designed and developed four Knowledge Connections in public housing communities. In spaces donated by the housing authority and renovated by the county's maintenance department, the commission and County library used staff from the Youth Corps and VISTA to operate what are described as Mini-Libraries with Computer Capabilities.

The staff for each location is hired from that housing community and consists of an adult crew leader and four teenagers. The applicants are interviewed by a team consisting of the Tenant Council president, the County library director and a housing authority representative. Once selected the team is trained by a professional librarian who works part time as the coordinator of the Knowledge Connections and the outreach staff of the Carnegie Library of Pittsburgh. The VISTA volunteer assigned to each Connection provides outreach to the community, schools and other social services where he or she also recruits volunteers and coordinates programming.

Each Knowledge Connection is open six days per week for an average of forty two hours. Each has two computers, one of which is connected to the Carnegie Library of Pittsburgh. The staff and patrons are trained to access that system and to connect to the Internet. The second computer has educational software for all ages.

Hoping to develop a permanent funding source for the Knowledge Connections, the Commission has set as its objective to influence and, hopefully improve, the lives of children through personal attention and the introduction of books and computers at an early age.

Exploring the Possibilities:
A Saint Paul Case Study

Sensing that half of a generation of children and young people are being left behind—insufficiently educated or prepared to participate in a changing economy—K.D. Steward sought ways to enhance the academic performance of children living in Saint Paul's Rice Marion Apartments. In an apartment provided by the management company and with donated equipment and materials, Steward opened a makeshift library and computer center to serve the almost 800 residents of the complex.

Open each evening, the library encourages family reading and offers tutoring for school aged children. Essential to its success are (a) its location in the midst of a large housing development, (b) the confidence and trust engendered by Steward himself among children and their parents, and (c) Steward's persistence in inviting families to participate in the library/education program.

Steward identifies several reasons why few Rice Marion residents use the two branch libraries located within two miles of the complex. They are too far away for children to go alone; parents often don't have cars and lack the time and/or money to take the children on the bus; and, oftentimes, the parents don't feel comfortable in the library where they don't know anyone or see anyone with whom they might relate.

The Rice Marion Library—while touching the lives of children and their families—lacks any long term financial support and can only go so far in offering its users access to the wide range of information services available through the public library. The immediate question for the public library is one of how to add value and stability to this extraordinary volunteer effort without dissipating the energy and enthusiasm that are its strengths.
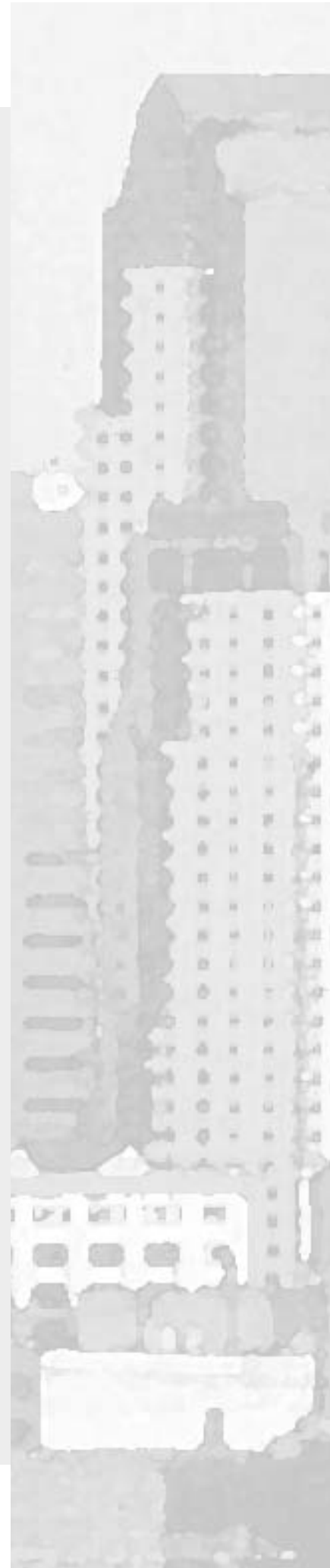
5.0 *Strategy 3.* **Support Small Business**

The City of Saint Paul's Economic Agenda includes an intensive effort to support entrepreneurship and small businesses as the keys to the city's long term economic health. The ability of any business to thrive is grounded in its understanding of potential markets, competitive forces, and emerging trends. Libraries in Saint Paul can provide a wealth of useful information to current and potential entrepreneurs, increasing the likelihood that their businesses will succeed.

Much work has been done to build connections and reduce overlap between the Saint Paul Public Library's Business and Science division and the neighboring James J. Hill Reference Library—a privately endowed library providing business information. What is missing, staff from both libraries agree, are the time and staff resources to spend with individual business people who have little experience with available information services. HillSearch, a fee-based research and document delivery service of the Hill Library is heavily used by those who both know about its availability and can afford its $75 per hour charge. Worth exploring, staff and business people agree, are partnerships that will connect agencies providing technical assistance to business owners and the information services available at the two libraries. Access to such services at locations other than downtown is also important.

Objective 9: Build Business Support Network

In conjunction with the James J. Hill Library, the city and state's key economic development agencies, and the variety of non profit agencies providing technical assistance to small businesses, build a small business support network.

Recommendations
A. The collaborative should produce and/or arrange for the distribution of instructional materials in multiple formats to introduce business owners to available information resources.

B. The collaborative should develop training sessions and related materials for staff members from agencies providing technical assistance to business owners.

C. The public library should partner with neighborhood business associations, business incubators and the Saint Paul Area and Midway Chambers of Commerce to extend access to key library services from remote locations.

D. The Business Resource Center, under joint development by Saint Paul PED, the Port Authority, Chamber of Commerce and Metro East Development Partnership, should design referral and/or online linkages with the two libraries.

E. Public and/or private resources should be tapped to support key activities to improve small business access to significant information resources. Such activities may include:

- Subsidizing access to HillSearch for Saint Paul businesses;

- Purchasing licenses to put selected online services onto computerized networks allowing access from remote locations by a variety of agencies.

F. An advisory committee of those who provide technical assistance to area businesses should be established to keep the Library abreast of new opportunities to support new and emerging businesses.

G. Explore the possibility of providing space for business resource centers or related agencies at particular libraries to provide remote access to available information services.

H. The Library should produce—or assist its partners in producing—and distribute the following resource guides or directories:

- Directory of resources for starting a business;

- Brochure to explain access by modem to key on-line services;

- Directory of financial assistance resources.

I. Displays including brochures from various business-supporting organizations should be placed in each library as well as the various organizations. Key organizations to be included in such displays include the Service Corps of Retired Executives (SCORE), Women Venture, and Minnesota Project Innovation.

J. Provide for access to Minnesota Project Outreach (Teltech) at key libraries. Minnesota Project Outreach offers an extensive data base for determining the state of the art in highly technical fields and enables interested persons to contact experts elsewhere in the same field.

6.0 *Strategy 4.* **Strengthen the Regional Library System**

As is the case with most public services in the Twin Cities region, library resources are and should continue to be shared across jurisdictions. Libraries have a history of formal and informal regional networks. The Metropolitan Library Service Agency (MELSA) is the product of a joint powers agreement among the region's nine public library systems. It is responsible for the allocation of State funds and the coordination of technological systems. Metronet is a legislatively established collaboration of the over 700 libraries in the metropolitan region charged with long range planning, communication, and resource and data base sharing.

There are a variety of other formal arrangements for organizing libraries that, undoubtedly, will be considered over the next decade and the Saint Paul Public Library should be an active participant in those discussions. The more difficult challenge, however, will be to build a sense of network and collaboration. However the region's library service is organized for administrative purposes, the staff within the region needs to work together. They need to rely on one another's expertise, know when and how to tap other resources and think creatively about partnerships within the library world and with those in related fields.

Thinking collaboratively requires a shift in values. Meetings with librarians for other types of libraries, from across town or at the other end of the region are not "extra." They are part of the job. Continuing education and training sessions are not only valuable in and of themselves. They are an opportunity to work together and share ideas. In an era of tight resources, when no service can be readily "given up," it is all the more important to discover new ways of sharing the responsibilities as well as the resources.

Objective 10: Nurture a Sense of System

Nurture a sense of "system" between the Saint Paul Public Library and libraries throughout the region.

Recommendations
A. Librarians throughout the region should work to create networks through which they may develop a working knowledge of the available resources and expertise.

B. The regional library system should be marketed as a system and each individual library as the user's access to the system.

C. Highlight the public library's unique role in providing the wider community with access to federal, state and local government information.

D. The Saint Paul Public Library should advocate for compatible computer systems that will allow for region-wide connections among all the MELSA libraries at the same time.

Objective 11: Advocate for State Library Policy

With libraries throughout the region, develop and advocate for appropriate public policies to address the allocation of resources throughout the state.

Recommendations
A. Libraries throughout the region should work with the community to determine a "decent minimum" or basic level of service that should be available to every citizen without charge and ensure that appropriate public funding mechanisms are in place to provide such throughout the region.

B. State funding in the region should be focused on programs associated with collection development, staff development and training, and compatible technology. The development of region-wide on-line networks will depend on state funding for their organization and implementation.

Central Library, artist's rendering of the renovated interior

7.0 Budget Priorities

The Saint Paul Public Library receives support from multiple funding sources, primarily:

◆ City of Saint Paul General Fund - Operating Expenditures ($6.7 million per year)

◆ City of Saint Paul Capital Improvement Budget - Capital Expenditures ($600,000 per year average)

◆ Categorical state and federal grants focused on key initiatives

◆ Private funds raised primarily by the Friends of the Library in addition to proceeds from the Perrie Jones Endowment

Each type of funding allows the Library to pursue unique opportunities and each carries with it its own restrictions. It is, therefore, important to link major plan recommendations as closely as possible to appropriate resources. The following are recommended priorities for each fund source.

City of Saint Paul General Fund

The City of Saint Paul's General Fund allocation should continue to be devoted to providing for staff, purchasing materials and meeting on-going operational expenses.

Staff
Inasmuch as most of the plan will be implemented by the library staff—in their ongoing efforts to meet the needs and tap the resources of Saint Paul citizens and in their networking and collaboration with other library staffs, school personnel and community organizations—it is appropriate that their salaries be the obligation of the Library's primary funding source.

It is not expected that the implementation of the plan will require an increase in General Fund support for staff salaries. Rather, the process of developing networks and collaboratives will result in a sharing of responsibilities with partner agencies as well as the leveraging of additional resources to cover any additional staff. When hiring new employees, the

Saint Paul Public Library should recruit and select persons of color reflecting the community's diversity.

Collection Development
The City's General Fund should support an annual collection development budget of one million dollars.

Since 1984, it has been the City's goal to allocate one million dollars each year to the development of the collection. In most years, the budget has fallen somewhat short and additional resources have been provided through private fundraising by the Friends of the Library. The rising costs of materials, the need to explore alternative formats, and the City's obligation as a regional partner to maintain a certain level of effort, however, make it an imperative that the City meet or exceed its one million dollar goal.

A number of plan recommendations will be implemented through the collection development process. The plan recommends, in a number of ways, that the selection of materials reflect community needs as they are assessed on an on-going basis in collaboration with partner agencies and organizations.

The plan's commitment to regional collaboration should also be reflected in the Saint Paul Public Library's collection development. Having a full understanding of the region's resources—and how best to tap them—will allow the Library to make the most effective use of its own limited funds.

Dayton's Bluff Library Service
The City should fully explore partnership opportunities that would allow for the delivery of community library service in the Dayton's Bluff neighborhood.

It has been recognized for a number of years that Dayton's Bluff is the single largest neighborhood without a branch library in close proximity. Metro State University's invitation to explore the development of a joint library on or near their campus on East Seventh Street has created considerable interest and expectation on the part of City and State officials.
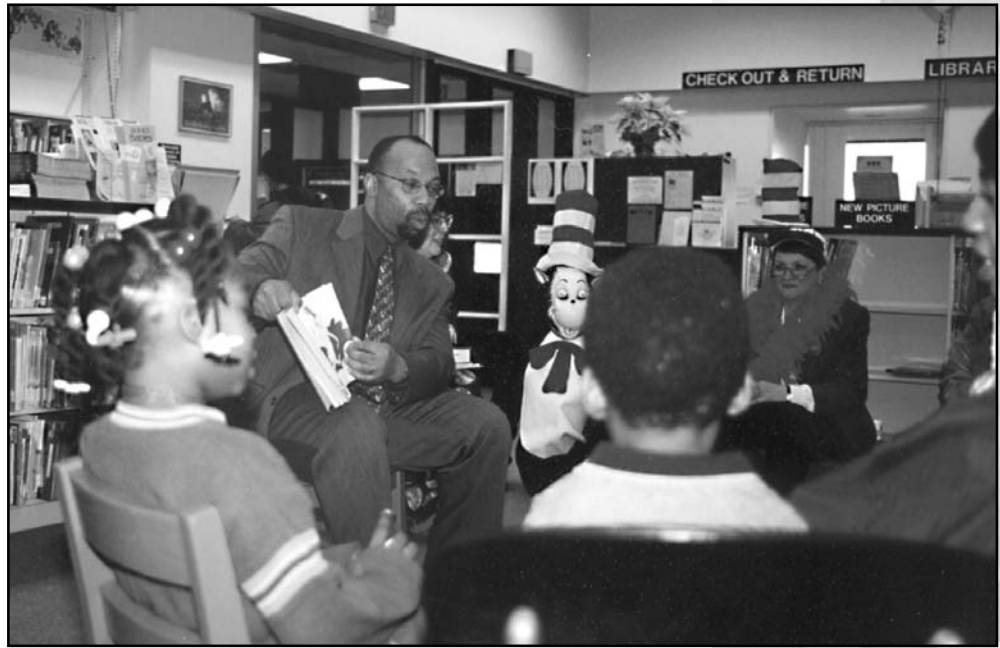
The City's ability to participate in such a partnership will depend on the availability of additional operating resources to staff and provide materials for the library without diminishing the level of service in the balance of the branch libraries.

City of Saint Paul Capital Improvement Budget

The City of Saint Paul's Capital Improvement Budget funds should be allocated to the following priorities:

Technological Systems

Over the next decade, the Saint Paul Public Library will need to stay abreast of and invest in technological innovations that will (1) allow them to make information services more accessible to the entire community and (2) will provide for better connections among libraries and other related agencies.

While some of the systems that will best serve Saint Paul may not have been developed yet, the priorities for the City's Capital Budget funds—and any state and federal funds those dollars might leverage—include:

◆ A new or adapted computer system that can continue to support the library's catalogue, network, and other on-line needs, be compatible with other major systems in the region, and support the next generation of library services including significantly greater public access to community information networks and other online services;

◆ CD-ROM work stations for branch libraries and other community locations;

◆ Public access to community information networks;

◆ Dial Access for more isolated community locations;

◆ Self check out units for library customers;

◆ License fees to allow for greater network access to online information services;

◆ Preparing buildings for new technologies. There should be especially careful planning in the renovation of library buildings to ensure they will have appropriate wiring/cable outlets to enable the use of new and emerging technologies.

Central Library Redesign

The interior spaces of the Central Library could be made more efficient and convenient for library users and staff. The building, constructed in 1917 and only expected to last thirty years, was designed for a particular number and configuration of materials, staff level and set of customer expectations. Those have all changed in seventy-five years. While the remarkable building remains a valuable resource for the Library and the City—and its historicity should be preserved—there may be ways that the interior space could be used more efficiently, the furnishings could allow for more flexibility and the building could be more welcoming to the community.

The Library administration should develop appropriate plans as well as a strategy for using the City's Capital Budget funds to leverage federal, state and private resources to finance the remodelling effort.

Asbestos Removal at Arlington Hills Branch Library

Completion of efforts already budgeted to make this library fully accessible will require the unforeseen removal of asbestos from its ceiling. Additional capital funds should be appropriated.

Saint Anthony Park Branch Library Elevator and Expansion

Funds for the installation of an elevator to improve the accessibility of the Saint Anthony Park Branch have already been budgeted. The City should support the local library association in its efforts to expand the scope of the project to add some additional floor space to the library.

Rice Street Renovation and Expansion

The Rice Street branch should be renovated and expanded to make it more welcoming as well as able to accommodate the expanded demands for service in the North End community. The imminent opening of a new high school in the area will only serve to heighten the expectations of and opportunities for this branch.

Building Maintenance and Security

Tight budgets often result in deferred maintenance and a reluctance to update existing buildings. Roof and ceiling repairs, tuckpointing, parking lot improvements and new furniture are all put off. The City's capital budget process should give higher priority to these activities.

In addition, vandalism and other isolated incidents at some libraries in recent years have raised questions as to whether security devices such as motion detector lights or alarms should be installed. Libraries should be safe places for staff to work and citizens to visit. The Library administration should periodically review the status of each library facility and propose appropriate measures to ensure everyone's safety.
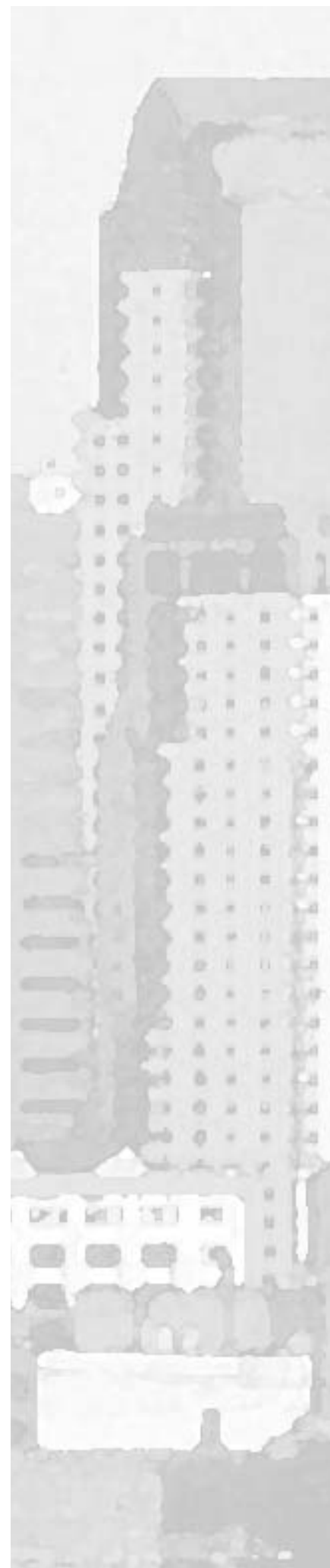
Private Funds

Private funds should be reserved to support innovation in service delivery, collection development, and technological systems because they give the Library the most flexibility to innovate, try new ideas, respond to unique opportunities and leverage other resources.

Friends of the Saint Paul Public Library
The Friends of the Saint Paul Public Library has long been involved in the development of special collections and community programming. Those activities should continue. In addition, however, the Friends of the Library and Library administration are encouraged to continue to look to private funds to implement the plan recommendations related to creating—with community partners—small library outlets in areas of concentrated population, extending story hour and summer reading programs to off-site locations and creating on-line neighborhood networks, information kiosks or other technological linkages.

The Library administration and staff should continue to support the efforts of the Friends of the Library to identify and secure private funds.

Perrie Jones Fund
The Perrie Jones Fund, a unique and highly valued endowment designated to support staff development and training, could be an appropriate complement to various innovative initiatives. The Library administration should explore with the Fund's advisory committee the possibility of dedicating those resources to building a capacity among the staff to identify and tap neighborhood resources, build collaboratives, and create connections with communities now isolated from the library.

Building a Constituency
The Library administration should work to develop a broad community constituency for the Library among business owners, educators, parents, adult students, cultural organizations and other library users—reminding them of the services they receive and the Library's need for greater public and private support.

8.0 Conclusion

Responsibility for the implementation of this plan rests largely with the administration and staff of the Saint Paul Public Library. It will be their charge to translate the policy framework constructed here into annual work plans, budgets and programs. In a wider sense, however, responsibility for the implementation of this plan rests with the whole community. Most who read it—elected leaders, business owners, agency staff, or citizens—will find for themselves a role in helping the Saint Paul Public Library provide the highest possible level of service to this community.

It is recommended that the administration of the Saint Paul Public Library annually assess its progress—and the progress of the community—toward the implementation of this plan. That assessment should include a description of the previous year's initiatives and an agenda for the following year. Equally important, however, will be an accounting of the relationships forged and the partnerships formed around the issues raised and the strategies proposed in this plan. For it will be in collaboration that the Library will find the creativity—and the resources—to shape its services for a changing community in a new century.
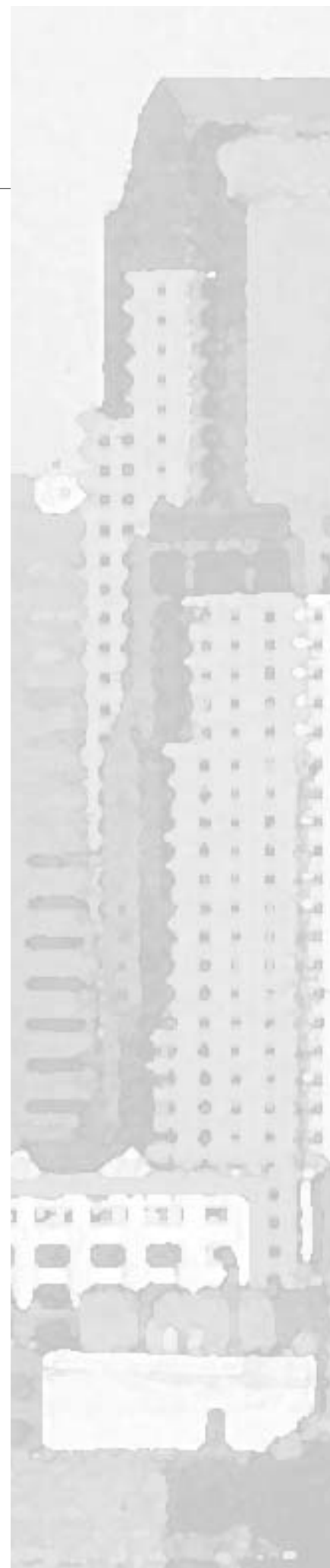
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